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HARMONIZATION AND CO-ORDINATION OF NATIONAL PLANS AT THE SUBREGIONAL LEVEL

I. INTRODUCTION

1. Sectoral planning at the subregional level is considered as one of the best ways of analyzing, co-ordinating, harmonizing and monitoring the implementation of development policies that can make a substantial contribution to speeding up and intensifying subregional and regional economic co-operation and integration. Nevertheless, the scant progress made in African economic planning since the attainment of independence because of enormous and manifold difficulties and dependence on the outside world particularly in the field of technological, economic and financial resources; ill-suited production, transport and distribution systems; under-utilization of industrial capacity and others) show the complexity and scope of the undertaking.

2. Faced with these difficulties, it is extremely crucial and urgent for African planners to review how national plans are harmonized and co-ordinated at the subregional and regional levels and together to seek for ways and means of improving them by identifying guidelines for general or specific research that would point the way to future action to be taken in this area, given the imperative need to achieve the economic integration of the continent and to establish its common market. In this context, the present study begins to look at a problem whose more important aspects should be treated in greater depth at a later date. The study focuses on the practices currently existing in subregional co-operation structures, the major constraints to be removed and the priority action to be taken.

II. CURRENT WAYS OF HARMONIZING SECTORAL PLANNING IN SUBREGIONAL CO-OPERATION STRUCTURES

A. At the micro-level

3. At the subregional level African national plans are still being harmonized informally. In fact, not all the countries prepare development plans and there is no subregional perspective plan that could be used as a frame of reference for the harmonization of existing plans many of which have remained ineffectual or failed to address the types of problem and crisis that national economies and the international economy are undergoing. What happens to be taking place is rather the wide- spread substitution of structural adjustment programmes for national development plans

4. Among the subregional co-operation structures in Africa, mention can be made of the Economic Community of West African States (ECOWAS), the Organization for the Development of the River Senegal (OMVS), the Central African Customs and Economic Union (UDEAC), the Economic Community of Central African States (ECCAS), the Economic Community of the Great Lakes Countries (CEPGL), the Preferential Trade Area for Eastern and Southern African States (PTA) and others. Few of them have formulated a comprehensive general policy. Their action at subregional level is reflected in heterogenous and badly co-ordinated economic co-operation strategies. The set objective of each subregion is economic integration through gradual phaseof technical co-operation. In this context, several of the harmonization approaches applied to development activities in the subregion have been considered in the present study.

5. One first approach is to adopt sectoral strategies and policies which serve as a basis for the preparation of sectoral co-operation programmes that include projects selected in accordance with criteria adopted by common consent. Such projects focus on basic studies as they do on the implementation of widely varying sectoral activities whose socio-economic impact both nationally and subregionally remains to be clarified. The final goal is to speed up the economic integration of the subregion or to fulfill speedily the conditions for doing so. However, the implementation of sectoral programmes prepared in this manner do not lead to a review of national plans with a view to adapting them to subregional development imperatives as such. The adopted strategies and policies are generally very vague and do not make for rigorous selection of priority activities whose implementation would be a crucial step taken towards economic integration of the subregion. Such an approach to inducing integrated subregional development is in effect being pursued by CEAO, ECOWAS and UDEAC but because the induction is not happening automatically, the resulting challenges must constantly be taken up and a spirit of enterprise demonstrated.

6. One other approach is to prepare a subregional programme for natural resources development taking care to conduct all the prefeasibility studies and to indicate the impact on future development of key sectors as well as the conditions and time-frame for implementation of the programme. Agreement will have to be reached on programme components, priorities, cost sharing, legal status of the proposed projects and the establishment of appropriate subregional institutions that can manage them effectively, with each country being requested to accord the necessary priority to components of the subregional programme in its national development plans and to ensure that they are implemented. Financing will have to be sought for subregional activities which will be implemented by a subregional institution having a planning bureau with national branches. The objective is to achieve harmonious development of the subregion. This is the approach used by CMVS and even though the results are still only partly achieved, they are substantial. CEPGL and ECCAS are following approaches that are at times global and other times sectoral.

7. One of the main obstacles to the harmonization of sectoral development activities is the overspreading of efforts to encompass all sectors and all countries of the subregion at the same time without proper co-ordination of the financial, human and material resources needed and without a global long-term vision of the development of the subregion. The results expected from harmonizing sectoral plans take a long time to materialize and the achievement of subregional economic integration becomes very uncertain.

8. In the second approach, the implementation of the programme relies almost exclusively on foreign aid because domestic financial resources are lacking. The basic studies, together with programme implementation, take an enormous amount of time because of a host of constraints. In both cases, the widespread and persistent nature of traditional structural adjustment programmes, like the ones currently being implemented in the various subregions, constitutes the biggest obstacle to the implementation of such national development plans as would promote the medium- and long-term economic integration of the subregion. Indeed, because of domestic management difficulties, not to mention budget and external payments imbalances, these programmes limit nationally the areas and volume of public investment, credit and monetary expansion, overall demand and stifle economic growth. Annual public investment programmes prepared in line with the requirements of creditor countries take the place of national medium- and

long-term development planning in the various countries and harmoniza-tion is carried out in terms of general guidelines and policies having no perceptible impact on subregional economic integration and national economic growth.

B. At the sectoral level

1. Harmonization of agricultural plans

(a) Major constraints

9. The major constraints to agricultural development first of all have to do with natural factors like climate and geography. Rainfall has been unpredictable with persistent, localized or almost widespread drought; fertile soil is becoming rare; water resources limited, poorly distributed and difficult to reach or use. Some of the problems are structural owing to the traditional systems of production in which the subsistence economy pre- dominates; wages are low and income difficult to mobilize; there is a lack of training and narrow-mindedness excludes modern techniques of farming. There are no adequate resources for agricultural extension and no modern factors of production or adequate health, educational and distribution services available. One sector in which the lack of basic statistical information, proper knowledge of the environment and of its needs and aspiration constitute a serious handicap for national planning is agriculture. At this level, all those activities which the administrative authorities failed to initiate are not planned and what planning there is has not made the expected impact because the people were not involved in their follow-up. The result has been very little trickle-down effect on the rural sector as a whole.

10. Many attempts to harmonize agricultural activities have been undertaken in various subregions without sound agricultural planning both at the national and subregional levels.

(b) General framework

11. At the level of ECOWAS in West Africa, agricultural development activities are being harmonized by intensifying and developing co-operation within the subregion. Two stages are provided for in the harmonization of agricultural development activities: (i) consultation among member States in the formulation of agricultural policy; and (ii) preparation of a common subregional agricultural policy covering agricultural research, and training, and production manufacture, processing and marketing.

12. In Central Africa, subregional co-operation in agricultural development is designed to strengthen national agriculture and sustain the strategy for increasing production and employment and raising incomes in the rural areas. The strategy is generally based on the principle that food-deficit countries would focus on increasing food production while food-surplus countries focused on the diversification of cash and industrial crops with a view to promoting inter-subregional trade in food and cash crops. This will go to feed not only the local people but also the infant agro-industries set up by the countries of the subregion.

13. In Eastern and Southern Africa, the harmonization of agricultural development covers inter-country co-operation, specialization and complementarity programmes in

food production so that certain countries in certain areas of the subregion will produce maize, sorghum, millet and other crops following the principle of comparative advantage among member States and the advantages of soil structure, topography and climate patterns.

14. Studies have been conducted in order to harmonize agricultural mechanization policies and strategies of the North African countries in three stages. The first stage would focus on the sharing of information and other facilities of the major ministeries and organizations responsible for agricultural mechanization and agricultural machinery industries as well as the institution of co-ordination among the States of the Maghreb. In the second stage, each of the countries would prepare its national strategy for agricultural mechanization and a subregional strategy would be formulated with the assistance of ECA, FAO and UNIDO. The third stage would consist of specific activities being carried out through established agricultural mechanization committees at the national and subregional level and the establishment of an agricultural mechanization research centre for the countries of the Maghreb. The main objective of the research centre would be to evolve an agricultural mechanization model adapted to the specific features of the subregion in terms of technology, training and extension services.

(c) Action undertaken

15. In West Africa, the action undertaken in this context consisted of the adoption of a subregional agricultural strategy and policy aimed at achieving food self-sufficiency and food security by the year 2000. The subregional development strategy consisted of the implementation of policies that make for the exploitation of every national agricultural potential through the joint implementation of agricultural, livestock and fish production activities while taking into account the complementarity of ecological zones in the subregion and national development priorities. The other components of the strategy are: (a) the development of an integrated infrastructure for the transport, storage, handling, packaging, processing and marketing of agricultural products; (b) the establishment of agricultural credit institutions and the reduction of food losses. In implementation of the common agricultural strategy, criteria would be established for the selection of those projects which should constitute the common agricultural programme. The criteria to be used in selecting projects for implementation would include: project capacity to contribute to the achievement of collective self-sufficiency, integration and of complementarity of the economies of the subregion. The programme established includes short-, medium and long-term activities totalling about 15 priority projects. Currently, major studies are being conducted in the subregion with a view to developing, among other things, the joint production of selected seeds and, selected breeder cattle, and the identification of protection environmental projects.

16. The CEAO Action Plan for 1989-1992 has a common agricultural policy component made up of eight co-operation programmes in the following areas: establishment of a community agricultural information, trade promotion, agricultural credit, agricultural research, rural water supply, technical co-operation and border area development system. The activities contained in the programmes are time-framed for the immediate, short, medium and long terms. The programmes are reviewed annually and the exercise constitutes a decisive stage in the approval of the budget for the rural development directorate responsible for the implementation and organization of programmes.

17. It should also be mentioned that the OMVS programme would allow for the irrigation of 375,000 hectares of land along the river Senegal by the year 2000. For this to happen, OMVs has already carried out a major water supply infrastructural programme involving the construction of two dams.

18. Similarly, in the PTA subregion, programmes are being implemented to promote co-operation and national specialization in the improvement of animal husbandry and fishing. This also follows the principle of equitable distribution of benefits among the countries and the conversion of national food crop, seed, livestock, livestock disease and fishery research institutes into PTA research centres. The aim of this programme is to set up a PTA food security system and to achieve food self-sufficiency.

19. The Southern African Development Co-ordination Conference (SADCC) also has a sound agriculture and food security programme being co-ordinated by Zimbabwe. SADCC also has a specialized institution - the Southern African Centre for Co-operation in Agricultural Research (SACCAR) - whose headquarters is located in Gaborone, Botswana. SACCAR plays the role of co-ordinating intra-subregional activities and should serve as a documentation centre for subregional agricultural research activities. There are, however, some areas of duplication. PTA and SADCC projects in such areas as irrigation, food security, food farming, animal husbandry and fishing at times conflict particularly when it comes to mobilizing international resources for conducting research and studies and procuring equipment.

20. The States members of ECCAS and UDEAC have decided to co-ordinate and harmonize their policies for achieving food self-sufficiency through improved productivity in agriculture and animal husbandry. The activities in this area consist of: co-ordinating and harmonizing the work of existing research centres in the subregion, particularly within UDEAC and CEPGL for conducting research into food crops and improved seeds; conducting a survey of existing research centres, evaluating their activities and preparing proposals for their rationalization and or their improvement; conducting a feasibility study on the establishment of subregional centres for the breeding and propagation of trypano-tolerant cattle; conducting a survey of breeding centres with a view to harmonizing their work and improving their performance through an assessment of their equipment and manpower needs; the subregional production of livestock vaccines and the identification of agricultural products likely to be manufactured in the subregion.

21. For the proposed preferential trade area for North African countries, plans have been made to set up an appropriate transport system that addresses the industrial and trade development needs of countries of the subregion.

(d) Harmonization machinery

22. Within ECOWAS and CEAO, regular meetings of the Ministers of Agriculture and Planning provide a forum for considering the progress made in the implementation of common agricultural policies and programmes and for proposing activities that could do with harmonization. In the same way, committees of experts are formed when projects in which two or more States are interested have been identified. The formulation and preparation of integrated agricultural development programmes are the responsibility of the agricultural and industrial development division of ECOWAS. In CEAO, member States

consult each other through meetings of special committees of national experts, among other things.

23. OMVS has consultative and co-ordinating organs which comprise:

(a) The standing committee on water which is empowered to determine the principles and modalities of sharing the waters of the Senegal River among the States and among user sectors;

(b) The subregional planning committee which gives advisory opinions on the formulation and implementation of the subregional programme for integrated development of the river basin;

(c) National planning committees responsible for preparing and following up the implementation of national components of the subregional development programme;

(d) The advisory committee of donor agencies and the high commission of OMVS with the responsibility of strengthening co-operation, facilitating research, mobilizing funds and following up the implementation of the programme;

(e) In addition, OMVS has a planning directorate responsible for co-ordinating various organs and programming the financing of the various programmes.

2. Harmonization of industrial development activities

(a) Major constraints

24. The world economic crisis which is being experienced in recent years has resulted in the collapse of the industrial sector, especially manufacturing industry in a good number of African countries. In particular, the decline in national export earnings and inadequate national foreign exchange reserves have forced African countries to accord priority to the import of essential items at the expense of intermediate and capital goods. This has led to: (a) the deterioration of industrial installations because of the lack of machinery and spare parts; (b) serious under-utilization of installed capacity; and (c) the closing down of factories.

25. The industrial policies that most African countries are pursuing are based on the financial restructuring and rehabilitation of existing enterprises, the limitation of public investment to activities considered strategic, the privatization of public companies not considered as strategic and the promotion of private initiative. These restructuring, privatization and management rationalization policies in the industrial sector may well be relevant at the national level but they are implemented without any co-ordination or harmonization whatsoever at the subregional level. The extractive industries remain local enclaves having a weak impact on the rest of the economy and virtually no linkages with other sectors. At the national level, the main constraints holding back the industrial development strategy are the small size of markets, the high cost of production and distribution arising from the lack of infrastructure and the conditions of the international money market which is the main supplier of capital. African industry is highly independent on foreign equipment, management and expertise.

26. At the subregional level, the harmonization of industrial development activities makes for economic integration through the optimum use of available resources while giving each country a framework for strengthening national efforts. In fact, the size and geographical location of countries, their natural resource endowments, political orientation, current economic policies and levels of industrial and economic development make it even more complex and difficult to implement industrial harmonization policies.

27. The various domestic management constraints and concerns of individual countries have not allowed subregional co-operation structures to make significant progress in policy harmonization and economic integration. Therefore, at the subregional level, the co-operation instruments instituted within the various subregional co-operation structures have enabled the adoption of industrial development strategies and programmes which have power slow to implement and execute. The results achieved by the programmes undertaken in recent years have not been evaluated. And yet, the industrial activities currently being harmonized are many and varied.

28. In West Africa, mention should be made of the institution of a general framework which provides for:

(i) Mutual exchanges of feasibility studies conducted, reports on projects and foreign companies established in the subregion, information on industrial research, expertise, experiences accumulated, the implementation of joint studies to identify viable industrial projects to be implemented, the joint financing of research relating to technology transfer and the development of new products using raw materials shared by member States;

(ii) The harmonization of measures for promoting industrial development and development plans, the taking of remedial measures to correct disparities in industrial development level;

(iii) The establishment of industrial linkages among existing plants and specialization. Regular meetings of committees of national industrial experts and ministers responsible for industrial development and planning have been instituted to consider identified projects and work out the means of implementing a genuine industrial co-operation programme for the CEAO subregion.

29. In Eastern and Southern Africa, plans have been made, among other things, for countries of the area to specialize, to rationalize the use of existing excess national capacity and high-cost industries, develop strategic industries using agricultural and mineral raw materials available in the subregion instead of continuing to export them and, produce, among other things, capital and intermediate goods that could be traded among countries of the subregion.

(b) Activities undertaken

30. In West Africa, the integrated industrial promotion programme undertaken by ECOWAS comprises 35 strategic projects and 17 support projects. The strategic projects have to do with the development of the metallurgical industry (installation of electric furnaces, sheet metal rolling factories, tractor, coach and vehicle component manufacture, aluminium conductors and cables) and the chemical industry. The multinational support projects are mainly projects of assistance with training, the strengthening of managerial

capabilities, the organization of industrial fairs and other activities. These are national projects which require multinational co-operation or subregional projects identified within the framework of the first Industrial Development Decade for Africa.

31. In addition, CEAO's subregional industrialization programme takes into account some 50 projects selected from national plans and which are expected to contribute to speeding up the economic integration of the subregion. OMVS has carried out an infrastructure programme costing nearly $US 600 million and including a dam that can generate 800 GWh of electricity per year. The ongoing development of hydropower in the river basin area will eventually make it possible to supply energy to an interconnected network that would make the best use of all the industrial, mining and agro-industrial potential of the basin. OMVS is currently seeking to secure the maximum return on the investment made so that it can pay back the loans contracted by its member States which are all facing economic and financial difficulties. Making the best use of suoregional infrastructures would depend almost exclusively on foreign technical and financial assistance.

32. In Eastern and Southern Africa, stress is laid on the implementation of a number of specific projects and programmes with priority being given to the rehabilitation and improvement of existing national industries where necessary. The current programme provides for the rehabilitation and rationalization of sheet metal rolling factories and foundries, the establishment of multinational sponge-iron factories, rehabilitation of existing fertilizer industries and the establishment of new fertilizer industries, development of the construction industry with primary emphasis on existing cement-works, the development of industries for processing agricultural and mineral products and the promotion of co-operation in the exploitation and use of energy resources in the subregion. The objective is to create eventually a viable and competitive industrial complex that will manufacture not only consumer goods but also machinery, equipment and spare parts.

33. In this context, the establishment of a PTA metal technology centre at Ziscosteel in Zimbabwe is of great importance to SADCC particularly where the industrial and mining sector are concerned. The centre is being financed by ADF and receiving assistance from the USSR.

34. In the PTA subregion, activities are being conducted to set up multinational systems for vertically and horizontally integrated production and marketing systems based on small- and medium-scale manufacturing enterprises. Such systems will operate either as multinational enterprises in those cases where the manufacturing plants are on a large scale, or in more flexible co-operation arrangements in those cases where the production units are small or medium sized. The vertical and horizontal integration of manufacturing plants in the industrial and agricultural sectors will make it possible to develop substantial inter-sectoral linkages and promote the expansion of intra-PTA trade as it will the increase of the volume of trade among PTA member countries.

35. In the industrial sector, the main task of ECCAS is currently to prepare an industrial development master plan based on the development of the iron, petroleum and copper deposits and the timber resources of the subregion. The UDEAC industrial programme aims mainly at carrying out specific projects on the manufacture of fertilizer, pesticides and pharmaceuticals, textiles, equipment and agricultural machinery as well as the production of animal feed concentrates. As for CEPGL, the plan is to implement specific

projects relating to the manufacture of plastic goods and, the rehabilitation and extension of existing cement works. It goes without saying that the ECCAS master plan will take into consideration the industrial units set up in the UDEAC and CEPGL areas to produce petroleum, timber and building material products.

36. In conclusion, the harmonization of industrial development activities within the various African subregions is taking many and widely varying forms. Within the same subregion, several similar activities overlap without there being some co-ordination and planning of existing resources that might be pooled. Such resources are in any case inadequate and unpredictable. Generally, there should be a thoroughgoing evaluation of the various activities going on everywhere with a view to identifying the impact that such activities have on national economic growth and the growth of the subregion as a whole, not to mention the degree to which they contribute to subregional economic integration. It is urgent to channel systematically the efforts of subregional development finance institutions into industrial activities that would promote the economic integration of the various subregions. The efforts of those institutions should be adapted to the specific nature of each nationalised unit. Obviously, much imagination and resolve will have to be demonstrated in this regard and a clean break made with the traditional patterns of financing.

37. For the proposed preferential trade areas of north African states, plans have been made to strengthen existing industrial structures, with particular reference to basic and capital goods industries, so as to speed up the economic growth of the subregion.

2. Harmonization of transport and communications plans

38. In the various African subregions, the high cost and unreliable nature of road, rail, air and maritime transport services constitute a structural impediment to the expansion of trade. Inadequate and useless telecommunications networks also do nothing to promote trade expansion. One of the main concerns of the existing organizations is precisely to remove such impediments. The subregional transport and communications strategy consists of integrating community space in order to make it easily accessible to persons and goods of the community by co-ordinating the transport and communications networks of the subregion and making complementary. The programme aims at facilitating the movement of goods and persons and, in particular, at opening up the land-locked countries of the subregion.

39. In West Africa, ECOWAS is pursuing harmonization both in terms of the regulation of inter-State transport and transit with the institution of an international automobile insurance certificate and with the development of communication infrastructure and facilities. Among those efforts is the development of the international highway linking Lagos in Nigeria to Nouakchott in Mauritania with all member States according priority to the maintenance of their section of the highway in order to ensure that it is motorable all year round. ECOWAS has also adopted a telecommunication programme aimed at linking up the 16 capitals of the subregion and is conducting a study on the establishment of an enterprise that would manufacture telecommunications equipment and spare parts with a view to ensuring a regular supply of telecommunications component parts and improving the degree of maintenance of telecommunications equipment installed in the subregion.

40. Within CEAO, the harmonization efforts are focused on the implementation of a major project inter-connecting the railway networks of member States. The implementation of the project will extend over 25 years and enable efficient and reliable rail transport services to be rendered. Meanwhile, CEAO is conducting feasibility studies on the establishment of a community plant to manufacture railway coaches in Burkina Faso. A specialized subsidiary located in Senegal will feed the manufacturing plant. Plans have been made to set up a community maritime transport company, to adopt a community maritime code and to set up national ladders' councils.

41. The OMVS programme includes the building of a channel that will open up Mali from the river port at Kayes to Saint Louis harbour in Senegal. The agreements concluded provide for freedom of navigation on the river, equal treatment for users of the water way and consensus among member States on any project that will substantially modify the flow characteristics of the river and affect its fauna, flora and general environment.

42. In Eastern and Southern Africa, priority is given to the [illegible] easing and elimination of inter-State transport barriers which impede trade flows within the PTA and the sub-regional integration process. In the medium and short terms, stress is being laid on the rehabilitation and modernization of inland water and road and rail transport links that have fallen badly in need of substantial repairs. The flight timetables of national airlines in the sub-region are being harmonized, joint efforts are being made to promote specialization in air craft maintenance and aviation training institutions. Lake and river transport operations are being harmonized at the same time as maritime transport on the East African coast, particularly with island countries of the sub-region, are harmonized. Non-physical barriers to inter-State road transport are being removed in particular through the institution of third-party insurance and a single road transit declaration document. The ultimate goal of all these programmes is to provide the sub-region with an integrated multimodal transport system - a PTA airline, an inland water transport company and a coastal shipping company.

43. More specifically, SADCC has launched a project on the Beira corridor which consists of rehabilitating and modernizing the rail transport and port facilities of the corridor from Harare in Zimbabwe to the port of Beira in Mozambique. The Beira corridor provides a major alternative to the use of South African ports for the transit of goods from Zambia and Zimbabwe. It is of great significance that this objective of SADCC should seek to reduce the dependence of its member countries on South Africa. A similar project has been proposed for the northern corridor of Malawi from Blantyre to Dar-es-Salaam. The project would seek to improve transport facilities on Lake Malawi and the road link from Tazara to Mbeya in the United Republic of Tanzania. SADCC is also participating in the implementation of the ten-year plan for the development of Tazara.

44. The problem, however, is that some PTA and SADCC activities overlap particularly in terms of coastal shipping services on the east coast of Africa between Massawa and Maputo. The same applies to aircraft maintenance centres and the inter-connection of satellite earth stations. PTA has designated six national air-craft centres that should be modernized and raised to sub-regional status.

45. On its part, ECCAS plans to implement a study on the linking up of national road networks with a view to creating a community road network. The study has several components including an assessment on the physical state of road repair and the

institution of a road certificate. Within the context of the second United Nations Transport and Communications Decade in Africa, financing requests are being prepared for the donor meetings to be convened. Other studies envisaged include the planning and development of air transport to link up and rationalize the networks in the subregion along the lines of the Yamoussoukro Declaration on the development of air transport in Africa; evaluation of the status of air transport in the subregion; the preparation of a map showing inter-State airline connections; the harmonization of air tariffs; the co-ordination of flights within the subregion, and the preparation of a corresponding training plan; a study on the integration and co-ordination of telecommunications networks among member States and the updating of prefeasibility studies conducted on the inter-connection of telecommunications networks of member States. UDEAC is to conduct afresh the study on coastal shipping to include Zaire and incorporate all the long-distance maritime routes.

46. Regarding the harmonization of road transport programmes in ECCAS and UDEAC, little progress has been made by the two organizations. It was decided therefore that ECCAS should prepare a study on the road transport network in the Central African subregion and project documents thereon with a view to seeking funds. However, the roads serving UDEAC countries, such as those linking the Central African Republic and Chad to other member countries, will be studied by UDEAC which will involve ECCAS closely in the search for financing of the studies to be implemented and the construction work to be done. There is also the CEPGL transportation project which does not overlap with those of UDEAC and ECCAS. The area concerned lies mainly in the Kivu Region of Zaire, Burundi and Rwanda. The Great Lakes countries also plan to set up an airline which will mainly serve to open up Rwanda and Burundi.

4. Harmonization of subregional trade

47. Trade development is one major area of co-operation identified by the subregional co-operation organizations. Many are the obstacles to the expansion of trade within the various subregions. Those obstacles include the paucity of transport facilities and infrastructures, the existence of many inconvertible currencies, persistent balance-of-payment deficits, inadequate or no hard currency, lack of adequate support facilities for export promotion and import financing, a weak or inadequate domestic production base which is little diversified and uncompetitive, the competition from and policies of foreign companies such as transnational corporations, lack of product standardization, administrative and customs barriers, similarity of manufactures as a result of national ventures undertaken without prior study.

48. In addition, the predominance of trade with the industrialized countries, in particular the former colonial powers and the maintenance of such historical trading relationship, are currently acting as one of the greatest obstacles to the expansion of subregional trade. The many customs unions set up years ago in the various African subregions have changed very little about this hard and bitter reality in spite of the notable progress made in terms of institution-building and legislation.

49. In West Africa the progress made in harmonizing subregional trade within ECOWAS has had to do with the harmonization of documents, customs formalities and other related issues, the adoption of a trade liberalization scheme among countries of the subregion with provision made for the total elimination of tariffs levied on products of community origin and traditional crafts. At the latest, customs tariffs on industrial goods should

be phased out by 1993. In each of the member States an integrated system for the processing of external trade statistics and customs data is being set up. All the data secured from the national centres will be centralized and processed for users at a subregional centre which will be located in Lome.

50. Among CEAO member States, the liberalization of tariffs applicable to goods of community origin and traditional crafts has also made it possible to set up a preferential trade area for industrial goods originating from CEAO member States. The current system levies what is termed a regional co-operation tax in place of all those customs and excise duties chargeable by a member States on products originating from other member States. Up to two thirds of the in fiscal revenue losses arising from the application of the regional co-operation tax are made good to the importing country with the remaining third going into a community development fund used for financing development activities in the member States. External trade and customs instruments and documents have largely been harmonized and CEAO is currently proceeding with the harmonization of domestic taxation in member States with a view to making the regional tax more workable to the extent that all the data concerning the crossing of customs check points will be better monitored. The idea is to design and implement a common fiscal system based on added value for the seven member States. Such a system should stimulate investment, and to the extent possible, reduce the cost of producing and distributing goods and services. It should also increase the competitiveness of member State manufactures and help to slow down inflation.

51. UDEAC has adopted a single tax applicable to certain industrial enterprises whose products may circulate within the union after the single tax has been paid. UDEAC has also set up a common external tariff which however allows member States to levy an additional tax. Unfortunately, this market-integration approach has failed to yield the expected results because there is no programme for developing subregional infrastructure and production capacity. What is more, the single tax has mainly benefited those countries having a with relatively advanced industrial structure while the less developed countries have continued to levy customs duties on goods coming in from other countries of the Union. The single tax has therefore failed to promote intra-community trade.

52. Within the PTA, the reduction of tariffs and tariff barriers impeding subregional trade is proceeding towards the goal of final elimination. Programmes for harmonizing and facilitating customs formalities and regulations are being actively pursued with a view to setting up a subregional system of customs regulations. The clearing and payments system which regulates all articles manufactured in the PTA subregion has become operational. Services have been all but included in the system and PTA travellers checks are already being used by member States participating in the system. The PTA clearing house is the first stage in the process of setting up a PTA payments union and, ultimately, a PTA monetary union. The PTA bank for trade and development began its operations early in 1986. Its main role is to provide financial and technical assistance for the promotion of economic and social development. It can therefore be maintained that the PTA has instituted all the major economic liberalization and integration schemes for the countries of its subregion.

53. While taking into account the level of duties and taxes levied within UDEAC and in countries which are not members of that customs union, ECCAS proposes to invite its member States to adopt such tariffs as would harmonize those existing already. The additional tax levied within UDEAC and which tends to make the common external tariff

ineffectual is likely to be abolished. Given the varying levels of development in the countries concerned, it would be difficult for them to adopt a common external tariff but then, the authority for determining various external tariffs during the transitional period should be vested in the CEPGL, IDEAC and ECCAS policy organs.

54. In all the subregions, the traditional marketing system predominates where agricultural commodities are concerned. These markets are little organized at the domestic level and often not well known because no information is available. Until recently, the marketing of agricultural commodities was carried out in part by public marketing agencies in the belief that they would function more efficiently than private agencies and make for control over consumer and producer prices. However, these agencies have proved most inefficient and Government policies are now tending to abolish them and give full play to the law of supply and demand. Some countries, in particular the CILSS countries, have a permanent system for monitoring the grain market and conducting annual assessments to provide, inter alia, the quantities of marketable grain, security stocks, national needs, dissemination of national price information throughout the subregion and a more realistic assessment of [illegible] and surpluses in the various countries that enables them to organize more systematically the trade of agricultural food products in the subregion and to cope with critical food situations.

55. Most often, there is very little food surplus to warrant regular inter-State trade in food products. Unofficial border trade in foodstuffs is carried out mainly because of the difference in price levels and the price/exchange rates of various currencies. The problem of production is a major constraint to the expansion of intra-regional trade in agricultural food products.

56. The most regular and monitored trade is that in agricultural and mineral exports. Most of these go to Europe. The prices of commodities are determined on the world market without the producing countries having a say. For example, in 1986, the exports of cocoa and fruits from Côte d'Ivoire to ECOWAS countries accounted for about 10 per cent of its exports of the same commodities to the outside world. In 1987, exports of crude oil from Nigeria to the ECOWAS countries accounted for 0.4 per cent of its exports of crude to the outside world. Exports of meat and livestock from Mali and Niger to countries of the subregion accounted for 12.7 and 2.2 per cent respectively of their world exports. In 1985, exports of gold from Liberia and Sierra Leone to other countries of Africa accounted for 1.66 and 4.9 per cent respectively of their world exports of those products.

57. On the whole, the share of intra-community trade in the ECOWAS countries was 4.9 per cent of the world trade of those countries in 1975 and 7.5 per cent in 1985. By 1990, the trend would have reached 7.5 per cent. If the current trends in trade flows mostly going to the industrialized countries are to be reversed, there will have to be a sustained domestic demand for industrial goods processed from those materials currently exported from the various subregions and the Malthusian will have to demonstrate the capacity for setting up such industries and managing them effectively.

III. CONCLUSIONS AND RECOMMENDATIONS

58. The many and important constraints to development and to the strengthening of sectoral planning at the national level and the harmonization of national plans at the subregional level have been highlighted in the foregoing paragraphs. The fact that structural adjustment programmes for resolving financial and monetary problems in the short term are gaining ground means that new approaches must be sought and more suitable development planning mechanisms instituted at national and subregional levels. The current methods of planning in Africa should be reviewed with a view to basing them on popular participation through:

(a) The integration of local initiatives into development planning;

(b) The involvement of the substantial informal sector in all African countries;

(c) Consideration of the requirements for physical planning of national and subregional; and

(d) Rationalization of the current structures for subregional co-operation which are too numerous and lead to a waste of human and financial resources in particular. The first step in the search for this new approach would be to secure the exercise of total sovereignty over natural resources, the policies for their development and the incorporation of their development into national and subregional programmes.

59. Subregional and regional economic integration through the joint implementation of programmes for rational exploitation of available natural resources and the appropriate mobilization of national and subregional financial and human resources should replace the current integration structures which are overly focused on integration through trade development. This should lead to the preparation of comprehensive subregional plans based on a proper and complete knowledge of available resources and programmes for the rational exploitation of these resources. ECA's revised perspective study on Africa's development for the period 1988 to 2008 together with the African Alternative Framework to Structural Adjustment Programmes for Socio-economic Recovery and Transformation provide an invaluable basis for developing research in this endeavour.

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PROGRESS REPORT ON IDEP'S ACTIVITIES

DURING 1988/89 ACADEMIC YEAR

INTRODUCTION

This year under review was to have witnessed the initiation at the Institute of a research and consultancy services programme to provide direct policy advice to African Governments and institutions on various strategies and reforms to alleviate their specific current economic crisis at the country, subregional and regional levels. Unfortunately, the settingup and inauguration of the desired capacity has been delayed and the much anticipated research and consultancy services projects are yet to be realized. Nevertheless, despite the limited capacity in the form of only three full-time teaching/research staff, a significant number of research papers were completed and presented at conferences and seminars. Two of these have since been revised and published, one in a journal and the other in a conference proceedings, while a third has been accepted for publication in a forthcoming book of readings on trade and development in sub-Saharan Africa.

Major efforts were initiated during the year under review towards restructuring the training activities of the Institute. This entailed policy-oriented training activities targeted at selected high-level government officials and executives with responsibilities for policy formulation, execution and follow-up. The traditional core training activities targeted at mid-level government planners and specialists were also upgraded to emphasize and highlight practical policy measures and strategies for addressing specific problems of structural imbalances in Africa at the country, subregional and regional levels.

In view of the understanding that UNDP intends to withdraw support for the core training activities, the management of the Institute has been engaged in a series of negotiations with various institutions and governments to co-sponsor particular training programmes. We are pleased to announce that some of these have already yielded positive results while the prospects for most of the others appear very favourable. Detailed accounts of these developments are contained in the sections that follow.

II. TRAINING PROGRAMME ACTIVITIES

During the 1988/89 academic year the Institute offered the regular two-year cycle of training programmes leading to the Master of Arts degree in Economic Development and Planning. This was made up of (i) The nine-month Basic Programme, (ii) three Short-term Specialization Programmes, and (iii) the Six-month Research Training Programme. Similar to the case last year, the highlights this year also were the executive training workshops to upgrade specific technical and management skills of senior government officials and specialists.

2.1. Executive training workshops

Two of these workshops were held during the period under review. The first was the two-week IDEP/EDI workshop on Public Expenditures Programming and Management organized for selected high-level francophone sub-Saharan African countries. The second was the six-week training workshop on Agricultural Sector Planning and Management for a group of high-level government officials but organized within the framework of the Institute's Short-term Specialization Programme. This second executive training workshop will therefore be examined later in section 2.3C below.

The two-week IDEP/EDI workshop was the second in a series, targeted this time at senior officials and executives selected from eight French-speaking sub-Saharan African countries: Burundi, Madagascar, Mali, Mauritania, the Niger, Rwanda, Senegal and Zaire. There were 26 officials altogether drawn from the ministries of planning and finance and the major spending ministries of agriculture, education, health and transport as well as from the central bank. These officials have direct responsibilities in policy formulation, implementation and the monitoring of public sector investment programmes and projects. The workshop was held at IDEP's premises and three of the Institute's teaching/research staff actively participated as resource inputs in addition to World Bank staff. While EDI provided financial support to cover participants' travel and subsistence, the Institute was responsible for logistics and secretarial support.

The workshop provided the participants with tools to improve their capacity to plan and execute medium term public investment programmes consistent with national priorities and resources. It also provided them with guidelines to prepare and implement annual budgets which make proper provision for funding of recurrent costs and are fully integrated with multi-year investment programmes. In implementing investment programmes, the participants learned how to adjust expenditure levels quickly to changes in the economic environment, both domestic and foreign, while protecting major development priorities. As part of the activities of the workshop, the participants prepared and discussed in group and plenary session, country case studies and reports on each of the countries represented at this workshop. The participants also had the opportunity to observe, on field visits, a small rural operations project including irrigated perimeters for rice, vegetables and bananas as well as a rural health project with strengthened basic services, improved supply and utilization of basic drugs, health education services and supporting primary health care.

2.2. The Nine month Basic Programme

Negotiations are fairly advanced in transforming and upgrading this first component of the Institute's two-year M.A. cycle of programmes into a higher level policy-oriented programme on Macro-economic Policy Analysis and

Planning. During the 1988/89 academic year, the basic courses offered in the programme were similar to that of the previous year but with enhancements and modifications in line with the new orientation.

There were altogether 13 main courses grouped under the usual six areas of study. The following is a breakdown consistent with the nomenclature in the Institute's Prospectus.

A. Economic Development and Structural Change

002. Development Economics: Resource Mobilization, Allocation and Management
003. Population and Development

B. Comprehensive and Regional Planning

004. Comprehensive Economic Planning
005. Regional Development and Planning

C. Macroeconomics

006. Macro-economic Analysis and Structural Adjustment
007. Public Finance

D. International Economics

009. International Trade and Finance
010. Economic Integration

E. Project Evaluation

011. Cost-Benefit Analysis of Investment Projects

F. Quantitative Methods and Tools for Economic Planning and Policy Design

013. National Accounts: Systems and Methods
014. Mathematics, Statistics and Modelling for Economic Planners
015. Computer Application for Economic Planners

Econometric Applications
Computer Programming

The courses were delivered by three full-time lecturers supplemented by four others on part-time basis.

The programme began on 7 November 1988 and ended on 18 July 1989. It was divided into two semesters with a two-week recess from 20 February to 5 March 1989 separating the first semester from the second. Each semester ended with an end-of-term examination.

Out of a total of 115 candidates who were offered admission, 51 from 21 different African countries reported for enrolment. The relatively encouraging enrolment figures were the result of an impressive fellowship mobilization effort on behalf of potential trainees by the Institute's management. These efforts yielded positive results by attracting fellowships for the Nine-month Basic Programme from such new donors as Commonwealth Secretariat (6), World Bank (4), and some NGOs (4) in addition to the regular sources, viz. UNDP/IPF (16) and USAID (16), among others. However, at the end of the programme, only 47 trainees from 20 African countries took the final examination. Out of the 47 trainees who fulfilled all requirements, 39 were successful and they have thus qualified to be awarded IDEP's Diploma in Economic Development and Planning. Among the successful candidates, 2 earned the grade "Very Good", 22 earned "Good", while the remaining 15 obtained "Pass". Thus 24 of the candidates have fulfilled one of the prerequisites to enrol in the other components of the M.A. programme.

2.4 Short-term specialization programmes

This is the second component of the set of three programmes that constitute the complete M.A. programme cycle. There are four main options and prospective M.A. candidates must enrol in at least one and pass with the grade "Good" or above in order to enrol in the final segment for the thesis research. These short-term programmes of six-twelve weeks duration have become very popular as they are short, practical and empirically oriented with course modules designed to simulate actual field experience. During the year under review the target group has varied, for particular programmes, from the traditional mid-level government planners or specialists to high-level officials and executives from the public sector. The latter target group has increasingly become the audience for some of the specialization programmes where policy-oriented course modules are included to simulate strategies and reforms related to the contemporary African economic crisis.

A. Industrial development in Africa

The curriculum followed was similar to that of the previous year excluding one course module. There were five main modules as follows:

A:01. Macro-Policies of Industrialization: Industrial Development Strategies and Trade Policies

A:02. Public Sector Enterprises and Industrialization Industrialization and Regional Development

A:04. Quantitative Techniques of Industrial Planning and Policy Design

A:05. Micro-Planning, Design and Evaluation of Industrial Projects

The courses were offered by a team of two full-time lecturers supplemented by five part-time lecturers.

The programme began on 7 November 1988 and ended on 10 February 1989. Out of a total of 37 candidates offered admission, 31 from 13 different African countries reported for enrolment. By the end of the programme, 30 of the trainees enroled had completed all the course requirements including the final examinations while one audited the courses. Out of the 30 candidates, 10 passed with the grade "Very Good", 15 passed with "Good", 2 obtained ordinary "Pass" while the remaining 3 failed. From the group of successful candidates, 25 fulfilled one of the eligibility requirements to continue in the M.A. degree programme.

Preliminary negotiations continued during the year under review to solicit assistance from UNIDO in co-sponsoring the programme with the Institute. Among the needs expressed by the Institute are a programme officer, funds for short-term consultants, fellowships, some equipment and training materials. It is anticipated that these negotiations would yield some positive results by the next academic year.

B. Population, human resources and development in Africa

This UNFPA/IDEP programme, project RAF/88/P19, was formally launched, as planned, at the beginning of the 1988/89 academic year. As noted in last year's progress report, this is a four-year joint project on population, human resources and development funded by UNFPA and organized by IDEP with the following two broad objectives:

- To assist African development planners to better appreciate and integrate population and related human resources factors into development policies and programmes;

- To stimulate both policy-oriented research and research-for-training into pertinent population, human resources and development issues in Africa.

The programme has two main dimensions. The first is a course on population and development offered as an integral part of the regular Nine-month Basic Programme. The second is the core training activity offered as the Three-month Specialization Programme on Population, Human Resources and Development in Africa.

During the year under review, the course on population and development was offered during the first semester for 14 weeks from 7 November 1988 to 17 February 1989. The course was delivered by the project co-ordinator and covered the following main topics:

- The population situation in Africa: population characteristics

- Population dynamics and analytical/methodological aspects

- Population and development interrelationships

- The design of population policies: integrating population into development

- Case studies of selected countries

All 51 trainees enroled in the Nine-month Basic Programme benefited from this first attempt to integrate population- and development- related themes and concepts into development planning.

The Three-month Specialization Programme on Population, Human Resources and Development was offered between 10 April and 30 June 1989 for 21 participants from 21 different African countries. All participants were drawn from the field, specifically from the ministries of planning, labour, manpower, employment and related sectoral ministries and parastatals. UNFPA awarded 20 fellowships while one had a UNDP fellowship. The participants were selected from a total of 106 applications from 35 countries.

The programme curriculum followed has its roots in the 1986 UNFPA/ILO/IDEP expert group meeting but this was later redesigned by the new programme co-ordinator. It has the following seven main course modules:

B:01 Population and Development Interrelations

B:02 Labour Market and the Labour Process

- The Labour Market Mechanism: The Informal Sector and Skill Acquisition

B:03 Manpower and Employment Planning/Human Capital Accumulation

B:04 Regional Development and Resource Mobilization

- Basic Needs; Child Workers and Youth; Women Work and Development

B:05 Policies and Programmes - Wages and Incomes Policies; Structural Adjustment Policies; Population Policies

In order for the participants to better appreciate the interrelationships between population, human resources and development, a one-week computer application session was organized mid-way in the programme. The Training Module I (TMI) developed by ILO was used in projecting population trends and highlighting the relationships between population and health, education, and labour force participation.

The resource persons mobilized to cover the various course modules were drawn from the relevant organs of the United Nations (ECA, ILO), Dakar University and government services in Senegal. They represent a wide range of expertise and

background in both English and French languages. IDEP's own resource persons who participated included the programme co-ordinator and three regular teaching/research staff.

The course format included lectures, group projects and workshops, individual presentations and written reports, and the computer workshops. Out of the 21 participants who took the final examinations and fulfilled all course requirements, 17 were successful. Of this number, 1 passed with the grade "Very Good", 4 with "Good" and the remaining 12 obtained ordinary "Pass". Among those who passed with the grade good or above, only one has also satisfied minimum requirements in IDEP's Nine-month Basic Programme and thus is eligible for enrolment in the Institute's M.A. thesis programme.

C. Agriculture and rural development in Africa

The first-ever short term specialization programme of the Institute on the priority sector of agriculture and rural development in Africa was successfully implemented during the period 7 November to 16 December 1989. As noted in Section 2.1 above, the actual organization and running of the programme made it look more like an executive training workshop in view of the target group adopted as participants in this maiden offering of the programme. This target group was made up of senior government specialists and executives in the field with responsibilities for policy formulation, implementation and follow-up with respect to agricultural sector planning and rural development.

While the programme is expected to cover a period of three months normally, this special inaugural session was organized over a period of six weeks only in view of the target group, the members of which cannot usually leave their responsibilities over longer term periods. As this was a trial run of the programme it was decided to limit it to officials from anglophone countries of Africa. It was also decided to provide full accommodation for all participants, quite unlike the usual practise for participants of the Institute's regular programmes of three-month or nine-month duration. UNDP allocation of $US 80,000 for fellowships in the core budget was earmarked for financing the participants of the programme. A total of 62 applications were reviewed by the selection committee which admitted 21 candidates. At the opening of the programme on 7 November 1988, 18 participants from 10 African countries reported for enrolment.

The Director and teaching/research staff organized as a task force to design a preliminary curriculum for the programme. This was subsequently revised to make it compatible with the curriculum devised at an expert meeting on food policy management training programmes in Africa organized jointly by the World Food Council (WFC), the European Centre for Development Policy Management (ECDPM), and the African Development Bank (ADB) held in Abidjan, Cote d'Ivoire, from 6 to 8 February 1989. The curriculum followed has six modules as follows:

C:01 Institutional Structure of the Agrarian System

C:02 Agricultural Resources and Production

C:03 Food Strategies and Food Policy Management

C:04 Structural Adjustment Programmes and Agricultural Development

C:05 Agricultural Sector Policies, Project Analysis and Sector Master Plan

Resource inputs for the various course modules were mobilized from the FAO African Regional Office, ECA, the Institut sénégalais de recherches agricoles (ISRA), Dakar University as well as a CAPPA model consultant to supplement IDEP's own inputs. Training materials were assembled from FAO's Rome headquarters and its Accra regional office as well as from EDI-World Bank, ECA and WFC.

There was special emphasis on practical application during the programme. Aspects of this included the use of actual case studies, field visits, surveys and experiments at agricultural research stations and projects of ISRA around Senegal. A special computer simulation package, CAPPA, developed by FAO was used to simulate agricultural sector planning and programming scenarios in actual real world setting of various African economies. This involved integration into the agricultural sector plan elements of population projections, macroeconomic plan and projections, demand for food and other products, production of food crops and exportables, foreign trade, production targets and food self-sufficiency. Participants took along copies of the computer software programme on the CAPPA model on diskettes for experimentation in their duty stations.

By the end of the programme all the 18 participants enroled had completed all course requirements including the final examination. All 18 candidates were successful out of which 10 earned the grade "Very Good", 6 passed with "Good", and the remaining 2 obtained ordinary "Pass". A follow-up inquiry revealed that about 75 per cent had installed their CAPPA models on their micro-computers and about 25 per cent were considering ways of designing their own country data sets for use in simulating various scenarios of their agricultural sector plans.

Preparations for the 1989/90 programme were begun but got stalled over funding procedures requiring reallocation of an additional sum of $US 30,000 already approved to the budget line for fellowships earmarked for organizing the programme. There was undue delay in authorizing this shift of resources and when finally the approval came, it was too late to announce the programme originally scheduled to start 6 November 1989 at the beginning of the 1989/90 academic year. As noted on pages 10-11 of last year's progress report (ref.CA/31/1-89), the target group and the duration of the programme compels the Institute to provide full accommodation for all participants. This necessitates raising the fellowship allocation per participant well above the level of the fellowship for regular trainees of the Institute. It is therefore hoped that the block of funds already approved will be transferred to the 1990 calendar year and this decision made early enough to facilitate running of the programme during the 1989/90 academic year.

2.4. The Six-month Research Training Programme

This is the final component of the two-year cycle of programmes leading to the M.A. degree in Economic Development and Planning. The programme also admits African research fellows sponsored by their governments or accredited agencies who wish to undertake specific research at the Institute. Upon successful completion of their research, they are eligible for the award of certificates of participation.

During the year under review, 16 trainees qualified and were admitted to write their M.A. theses. Out of this, two have successfully defended their thesis manuscripts while four others have completed their work and are preparing for their defence. The turnout this year has been rather low in view of several factors. The criteria and guidelines have been upgraded for the supervision and approval of the M.A. thesis. Also about 5 out of the 16 candidates who are nationals of the host country were recalled into their ministries at the start of the programme and have since not shown significant progress in their research. Such absenteeism is likely to be alleviated with the introduction of tuition fees during the next academic year. Moreover, eligibility criteria will also be streamlined to ensure that only those capable of meeting the new upgraded requirements and guidelines will be admitted into the programme.

III. RESEARCH, ADVISORY SERVICES AND SEMINARS

Research activities during the year under review involved staff research for seminars, consultations with inter-governmental agencies and institutions, and publication of some of these research reports. Research effort was concentrated in three main subject areas:

Macroeconomic Policy Analysis, Structural Adjustment, Trade and Development

Population Dynamics and Development

Privatization and Public Enterprises

Country case studies of selected African countries involving macroeconomic modelling characterized the first subject area. A series of conference papers including some journal articles dealt with the second subject area. Finally, the third main area is the subject of a seminar to be organized jointly by IDEP and the Centre for Research in Economic Development (CRED) of the University of Michigan.

3.1. Macroeconomic Policy Analysis, Structural Adjustment, Trade and Development

Two country case studies were prepared, commissioned separately as consultancy projects by international research agencies. The first was a study by the then Director of the Institute on: Stabilization, structural adjustment and growth in Africa - A case study of Senegal. This study was commissioned by

ECA as part of the background papers for discussion at a meeting of the international advisory board set up to design the African Alternative to Structural Adjustment Programmes. The paper was presented and discussed at the meeting held at ECA in December 1988. It has subsequently been revised and is available as one of the contributions in the 1989 edition of IDEP's Staff Discussion Papers Series.

The second country case study prepared by a teaching-research staff member is on Ghana and was commissioned by the joint Rockefeller/Commonwealth Secretariat project on trade and development in sub-Saharan Africa. Preliminary versions of the paper had been presented at mid-term review meetings of the project culminating in a final Symposium on Trade Policies and Exchange Rate Management held in Nairobi from 13 to 17 March 1989. The project also involved a trade policy dialogue conducted by the staff member with ministers and senior government officials in Ghana on Ghana's policy stance with regard to multilateral trade negotiations and associations. The final draft of the paper has since been completed and submitted for publication as one of the contributions in a book of readings: Frimpong Ansah et al. (eds.), Trade and Development in sub-Saharan Africa, Centre for Economic Policy Research Publishers, London (forthcoming, 1990).

A derivative of the country case study on Ghana was presented at an international conference on economic reforms in Africa organized by CRED University of Michigan, funded by USAID, and held in Nairobi, from 8 to 12 May 1989. The title of the paper was Economic Reform in Ghana and it has also since been revised and published in the Proceedings of the Conference.

3.2. Population dynamics and development

The programme co-ordinator and staff of the UNFPA/IDEP projet RAF/88/P19 have contributed significantly towards the research effort at the Institute during the period under review. A total of six research papers were completed and presented at seminars, with one of these published in an academic journal. Below is a brief listing of the papers:

- A paper on "Urbanization Policy in Senegal: Drawing on International Experience" was presented at IUSSP Seminar on Population Policy in sub-Saharan Africa held in Kinshasa, 27 February to 2 March 1989;

- A journal article on "An Overview of Rural Migration and Agricultural Labour Force Structure in Africa" was published in African Population Studies, No. 1, UAPS, November 1988;

- A presentation on "Population, Human Settlements and Sustainable Development in Nigeria" was made at a Workshop on Environment and Sustainable Development, organized by the Federal Ministry of Housing of Nigeria in Abuja, April 1989;

- A paper on "Overview of International Labour Migration in Africa" was presented at IUSSP/UAPS African Population Conference held in Dakar, 7 to 12 November 1988;

- A paper on "Demographic Challenge to Development in Africa: Implications for Policies and Communication Strategies" was presented at a Seminar on Population for African Journalists, organized by UNESCO in Yaounde, 10 to 12 May 1989;

- A report on "Fecondite" was presented at IRD/DHS Seminar on Popularising Results of the Study on Demography and Health in Senegal, held in Dakar, 6 to 8 March 1989.

These papers are available as contributions in the 1989 edition of the Institute's Staff Discussion Papers Series.

3.3. Privatization and public enterprises in Africa

This is the title of the international policy seminar planned to be organized by the Institute in collaboration with the Centre for Research in Economic Development (CRED) of the University of Michigan, USA. The seminar is tentatively scheduled for 7 to 11 May 1990 and during the year under review, preparations and planning continued. In the negotiations for job sharing and division of labour between IDEP and CRED, the main areas of preliminary agreement are the following:

IDEP's responsibilities:

- prepare background paper on structural adjustment programmes and Privatization in Africa;

- identify and invite, in collaboration with ECA, high-level African government officials and executives of international agencies;

- provide logistics and secretarial support during the seminar;

- mobilize funding from UNDP, the Friedrich Ebert Foundation and/or other funding agencies.

CRED's responsibilities:

- prepare background paper on the analytical and theoretical framework of privatization;

- identify and solicit authors of analytical papers and country case studies;

- prepare files containing training materials for seminar participants;

- mobilize supplementary funding from USAID.

A joint meeting is being planned between officials of the two institutions in order to consolidate the gains made so far and finalize the preparations towards the seminar scheduled to be held in Dakar on the date decided. The basic structure and outline of the seminar has already been defined. It consists of two main sections. The first deals with the background and analytical papers followed by discussion. The second section deals with presentation of the country case experiences and discussion, policy recommendations and conclusion. The details of the outline are expected to be filled in and reviewed during the planned meeting and consultation between IDEP and CRED.

IV. RESTRUCTURING AND BILATERAL INSTITUTIONAL SUPPORT

The document provides a comprehensive account of the proposed restructuring of the Institute's activities during the 1990s but particularly over the 1990-1991 biennium covering the final phase of the UNDP Fourth Programming Cycle. A brief outline of the main highlights is presented here.

In line with the new orientation and strategy over the Fourth Programming cycle, the structure of IDEP's activities in the 1990s will continue to reflect the basic functions mandated initially but with a shift in emphasis to research, advisory services and short-term training schemes in demand by African Governments and institutions. Thus the new programme structure envisaged will consist of the following two main components:

A. Research and Advisory Services

- Institutional research
- Advisory and consultancy services
- Publications

B. Restructured Training Programme with Bilateral Institutional Support

- Training programme in macro-economic policy analysis and planning in Africa
- Short-term executive training activities
- Training government specialists in IDEP's traditional short-term specialization programmes.

The cornerstone of the institutional research programme will be the set of economic models to be developed at the country, subregional and regional levels. They would be of two different forms. The first group will be short-term macro-economic models to simulate and project implications of fiscal and monetary policy instruments. The second group will be long-term planning models for use in sectoral, regional and comprehensive economic planning. The research programme would also entail the organization of conferences, seminars and workshops. The

advisory and consultancy services component would apply the research findings to advise African Governments and institutions, inter-governmental regional organizations and regional offices of United Nations specialized agencies. Finally, output from research and consultancy services projects will be published and disseminated to various interested parties.

Given the continuing interest shown by African Governments in the Institute's core training activities but faced with the probable withdrawal of UNDP in funding these activities, management has been soliciting bilateral institutional support for a re-designed structure of these activities. One of these is support from the Japanese Government for a restructured Nine-month Basic Programme where the focus will be on training high level experts in macro-economic policy analysis and planning. Another area of emphasis will be the extension of short-term executive training activities to cover both executive training workshops and training of trainers workshops. Finally, negotiations are in progress to mobilize the support of various institutions in co-sponsoring each of the four traditional short-term specialization programmes offered by the Institute. As noted in section 2.3 above, UNIDO has been requested to support the programme on industrial development in Africa. The programme on population, human resources and development in Africa is already fully supported by UNFPA. Similar support is being sought from the Netherlands Government for the programme on agriculture and rural development in Africa, and from UNEP for the programme on energy, environment and development in Africa. The assistance requested involves funds for recruiting short-term consultants, equipment, training materials, and fellowships, among others.

It is hoped that African Governments as well as UNDP will continue to provide some support, in addition to those being sought, in order that the Institute can continue to provide policy advice in development and planning through training, research and advisory services as mandated by the founding fathers.

V. WORK PROGRAMME FOR THE 1989/90 ACADEMIC YEAR

The structure of IDEP's activities over the 1989/90 academic year will follow the design of the new restructuring process now unfolding. Thus the new programme structure will consist of the following four main components:

A. Research and advisory services

B. Conferences and seminars

C. Short-term executive training workshops

D. The basic core training programme

A. Research and advisory services

1. It is anticipated that funding will be provided to recruit a new research expert to co-orginate the proposed new research and advisory services programme of the Institute. The expert will be engaged in developing the preliminary drafts of prototype models for a typical African country of the following forms:

- short-term macro-economic simulation and forecasting model;

- long-term planning model such as the so-called computable general equilibrium type.

2. Individual teaching/research staff will continue to undertake research initiatives for conferences, seminars and workshops organized by IDEP as well as those organizes by external agencies.

3. Each member of the research and teaching/research staff will be disposed to undertake assignments of advisory services on demand from any African government or institution.

B. Conferences and Seminars

The high-level policy seminar on PRIVATIZATION AND PUBLIC ENTERPRISES IN AFRICA is being organized jointly by IDEP and the Centre for Research in Economic Development (CRED) of the University of Michigan. It is scheduled to be held in Dakar from 7 to 11 May 1990.

C. Short-term executive training workshops

1. The IDEP/EDI World Bank Workshop on Public Expenditures Programming and Management is scheduled for the two-week period, 19 February to 3 March 1990. It is being organized for selected French-speaking countries of sub-Saharan Africa.

2. An IDEP/UNEP Training Workshop has been proposed on the subject: Environmental and Economic Appraisal of Dryland Development in Africa. The tentative date and venue are yet to be determined.

D. The basic core training programme

All the three components of the regular core training programme will be offered during the 1989/90 academic year. As noted in earlier sections, however, major modifications are envisaged especially in terms of target groups, duration as well as in the structure of the various course modules to emphasize their practical orientation and policy implications. The main components of the programme are:

1. The Nine-month Basic Programme in Macro-economic Policy Analysis and Planning

2. The Short-term (6-12 week) Specialization Programmes

   - Industrial Development in Africa
   - Population, Human Resources and Development in Africa
   - Agriculture and Rural Development in Africa

3. The Six-month Research Training Programme

VI. CONCLUSION

It is about two years since the Institute believed it was at the threshold in transforming the structure of its activities from a predominantly training and training-related set of activities to a new structure with emphasis on research and advisory services to its patrons and clients, the African Governments and institutions. It is however frustrating to note that after such a long period of waiting and high expectations, the needed infrastructure is still not in place to set up the planned research and consultancy services unit and launch the new set of programmes which were to be the centrifugal force for insuring the viability and survival of the Institute in the years to come.

We are therefore back at the stage where a new proposal has to be drawn up in order to re-emphasize the same priorities that were highlighted before, with the hope that, this time, the message will be registered. Thus in this document, we have presented a plan for restructuring the activities of the Institute that will satisfy the expressed needs and aspirations of our clientele who continue to be the African governments and institutions. An additional dimension introduced this time is the list of sympathetic and friendly governments and institutions willing to provide support in various forms to particular segments of the Institute's activities. The prospects are therefore bright that the restructured core training activities will be preserved through bilateral institutional and donor support. Funding of some of the core posts may be assumed through these extra-budgetary resources. It is still hoped, however, that the long standing request to the UN General Assembly to take up the funding of four core posts will be satisfied. As it appears that this support is unlikely over the 1990-91 biennium, an interim measure could be where provisional arrangements are made for UNDP to take up this responsibility at least over the 1990-1991 biennium.

In addition, we wish to renew our request for the establishment of the proposed research and consultancy services unit. The projects proposed are unique and include advice to governments in drawing-up their long- and medium-term plans, budgets, economic recovery programmes as well as debt management and negotiation strategies with multilateral financial agencies. These are not services currently provided under existing UNDP-funded projects and hence there is unlikely to be duplication of functions as has been feared. It is therefore our hope that soon after the proposed UNDP evaluation mission early in 1990, the necessary funds will be committed to recruit the required staff, acquire the

necessary equipment and launch the long-awaited research and consultancy services programme so that the Institute can fulfil its research obligations as planned.